



MINUTES OF MEETING NO. 221
September 5, 2018

Board Members Present:

Perry England, Chair
Beth Thew, Vice Chair, Representing Labor
Creigh H. Agnew, Representing Business
Jeff Johnson, Representing Labor
Gary Chandler, Representing Business
Greg Christiansen, Representing Labor
Lee Anne Caylor, Representing Business
Mark Mattke, Representing Local Government
Chris Alejano, City of Seattle, Representing Vulnerable Populations
Rebecca Wallace, for Chris Reykdal, Office of Superintendent of Public Instruction (OSPI)
Jan Yoshiwara, State Board for Community and Technical Colleges (SBCTC)
Tim Probst for Suzi LeVine, Employment Security Department (ESD)
Rick Anderson, for Brian Bonlender, Department of Commerce (Commerce)
David Stillman for Cheryl Strange, Department of Social and Health Services

Board Staff Present

Eleni Papadakis, Executive Director

Welcome and Introductions

Mr. Perry England called the meeting to order at 2:30 p.m. via conference call. He then gave a brief summary of where the Board left off at the retreat and the purpose of the special meeting.

Mr. England reordered the agenda to take Integrated Service Delivery right after Equity.

Opening Comments

Ms. Nova Gattman provided the Board with a timetable of relevant deadlines for legislative requests.

Ms. Eleni Papadakis went over the difference between Board Advocacy and Legislative Requests and Agency Advocacy and Legislative Requests.

Equity

Mr. Chris Alejano opened the equity conversation with recognizing there is a clear need for learning and engagement by the Board on this topic in order to come to a shared understanding of what equity means, before an action plan can be formulated. The goal is to prepare the three

priority groups to move forward with their work using an equity lens. Mr. Alejano referenced several resources that already exist with other organizations such as the City of Seattle, King County Foundation, and the Department of Early Learning. He talked about the discussion surrounding how the Board may adopt some of those resources to inform their work in the short term, while recognizing that there is a need for the Board to do their own research and develop their own tools and testing for the long term.

Mr. Mark Adreon spoke about the work currently being done by the Governor's Diversity and Equity Inclusion Group.

Mr. David Stillman spoke about the importance of committing to the difficult work for developing shared language and the implementation of an equity agenda.

Mr. Perry England asked if there are certain topics or short-term deliverables that could be brought to the surface as a place we could ask the state to invest more funds, for example, support for transportation, disability accommodation or childcare?

The Board discussed the difference between equity and barriers.

Integrated Service Delivery

Ms. Beth Thew reported that their priority group has not met yet but that it was their understanding coming out of the retreat that there would not be any new funds to further this goal, and that anything the group comes up with needs to be policy driven. Mr. Mark Mattke added that it seemed like it was a common theme during the retreat that there doesn't seem to be a shared vision across the system, and that we really need to level set what ISD looks like and create the framework for everyone using specific examples of how it can work on the ground. He noted that the Board is meeting in Spokane in November, and there will be some time dedicated for Board members to get a first-hand look at ground-level WorkSource operations.

Data Sharing

Ms. Lee Anne Caylor provided the Board with an update on their workgroup's progress. She acknowledged that this topic is very complicated and involves a very heavy lift. She reported that the people who have met since the retreat are the experts around the data within their agency. They are the ones who really understand what needs to be changed in order to realize the strategic vision of the Board.

Ms. Caylor reported that they have a vision and three strategies.

The vision: The Workforce System in Washington State is 'Best-in-Class,' by serving its constituents with integrated programs that address the needs of participants, businesses, and agencies with a shared goal of economic stability.

The Three Strategies:

1. Make state-level information available to appropriate reporting agencies.
2. Connect case-management systems across the state to better serve constituents.
3. Use one existing system to coordinate engagement with businesses (CRM) to streamline points of contact, make better use of limited resources, and serve the needs of businesses.

They took and separated what is about data sharing vs. technology infrastructure. She then went over the types of data currently being shared, and noted that their next step is to look at the types of data we need, including the sharing restrictions placed on that data. She acknowledged that to fully realize the Board's vision of shared data is a very long-term project that would likely take ten or more years to complete. She then went over some of the short-term goals such as: looking into implementing a customer relationship management (CRM) system such as EconoVue, and implementing a case management system such as SARA. She went over their two asks which are funding the costs associated with the purchase and use of EconoVue, and bringing on a vendor to evaluate the cost and scope of what it would take to implement a common intake case management system.

The Board discussed the initial proposal and associated costs.

Mr. Gary Chandler requested Mr. Rick Anderson come back at the next Board meeting with information on what types of CRM data the Department of Commerce currently collects.

Business Engagement

Mr. Jeff Johnson reported that he and Mr. Gary Chandler, Ms. Amy Anderson, and Ms. Caitlyn Jekel had met several times to develop the two proposals being put forward today. The first proposal is on Incumbent Worker Training. He reported that we know from our state as well as others that customized worker training has a highly positive impact for employers. However, the investment in Washington in this type of training is 40th in the nation per-capita. The proposal aims at putting some consistencies around the development of these types of programs as well as significantly increasing the funding. He went over the current funding and participants served and then proposed that to achieve real scale, they are recommending that funding be increased to \$50M per biennium. He noted that the amount was an estimate and was open for negotiation.

Mr. Johnson went over the rest of the proposal including the equity, performance accountability, and administration components.

Mr. Gary Chandler added that he and Mr. Johnson talked about this proposal together but have not yet had the opportunity to talk to system partners about how to best utilize this money. They know they can't move forward without input from the agencies involved in incumbent worker

training, specifically the State Board for Community and Technical Colleges (SBCTC) and the Department of Commerce.

Ms. Nova Gattman discussed the logistics of a budget ask of this nature.

Ms. Jan Yoshiwara agreed that the job skills and customized training are an extremely valuable place for Washington to invest its money and that she is supportive of sitting down with Mr. Johnson and Mr. Chandler and exploring this idea further. Mr. Chandler asked Ms. Yoshiwara to provide the current number of employers served by SBCTC's customized worker training programs.

Mr. Rick Anderson volunteered to engage in this effort on behalf of the Department of Commerce.

Ms. Caitlyn Jekel went over the second proposal out of the Business Engagement Group, which was to develop a shared marketing and branding proposal for the system's Business Services so that everyone is speaking from the same place and menu of services. Mr. Jeff Johnson added that he was getting the sense that Career Connect Washington has a certain amount of momentum behind it, and that it has been suggested that we market ourselves under that umbrella. However, he feels that the workforce system is much broader than Career Connect and that we would be better served to package our services in a manner that can be utilized systemwide. Mr. Chandler agreed that Career Connect is taking a lot of things that are already happening and re-packaging them. He's not sure where it's going or how long it will be around.

The Board discussed the importance of solidly identifying who their target audience is and tailoring their campaign to meet their needs.

To close the discussion, Mr. Perry England circled back to Data Sharing, and Board Staff agreed to work with the Data Sharing Group offline to develop an advocacy plan.

Ms. Beth Thew added that if her working group identifies a budget request, they will forward that on to the Board as soon as possible.

Partner Agency Budget Requests

Ms. Nova Gattman reviewed the Board's statutory obligation to review partner agency budget requests in order to make recommendations to the Legislature for the purpose of consistency with the TAP plan. She reminded the Board that they have seen a preview of recommendations and went over the process that has been used to make those recommendations in the past. In light of the Board's recent work developing their advocacy agenda, the Board agreed to allow staff to

determine what was in alignment with TAP and make recommendations via the consent agenda for Board approval.

Motion 2018-221-01: Ms. Beth Thew moved to allow staff to determine which partner agency budget requests were in alignment with TAP and approve the recommendations via the consent agenda. Ms. Creigh Agnew seconded the motion which passed unanimously.

The meeting adjourned at 4:21 p.m.



MINUTES OF MEETING NO. 220
July 11, 2018

Board Members Present:

Perry England, Chair
Beth Thew, Vice Chair, Representing Labor
Creigh H. Agnew, Representing Business
Caitlyn Jekel for Jeff Johnson, Representing Labor
Gary Chandler, Representing Business
Gregory Christiansen, Representing Labor
Lee Anne Caylor, Representing Business
Mark Mattke, Representing Local Government
Rebecca Wallace, for Chris Reykdal, Office of Superintendent of Public Instruction (OSPI)
Jan Yoshiwara, State Board for Community and Technical Colleges (SBCTC)
Tim Probst for Suzi LeVine, Employment Security Department (ESD)
Eddie Rodriguez, for Cheryl Strange, Department of Social and Health Services (DSHS)

Board Staff Present

Eleni Papadakis, Executive Director

Welcome and Introductions

Mr. Perry England called the meeting to order at 9:00 a.m. at the Association of Washington Business in Olympia, WA

Chair's Report

Career Connect Washington

Mr. Perry England provided the Board with an update on Career Connect Washington. He noted that the graphic on the handout had changed from a pyramid to a stair-step to better reflect how most people access services/programs.

Mr. John Aultman added that they are pulling together input and assembling it into a plan for the Governor. He also added that they have done a lot on the communication side including 60 stakeholder meetings. Industry sectors have also been very engaged. The Governor will be in Spokane on July 30th to see Avista's new internship program. He then thanked Mr. England for his leadership, specifically mentioning the new apprenticeship in the west sound on environmental controls that Mr. England and the Siemens Foundation are working on.

Mr. Gary Chandler noted that we have talked about possibly having the Office of Superintendent of Public Instruction (OSPI) coming in to update us on his vision and how CCW aligns. He

would also like a presentation on Core Plus. Mr. Aultman added that there are [two updates in the Senate Labor/Commerce Committee](#) on this and that those presentations are ready to go if we want to consider it.

Ms. Beth Thew asked Mr. Aultman where the Board fits into the work being done. Mr. Aultman replied that there are about six agencies involved in this and all of it is built off the NGA Policy Academy, the Career Connect Washington Task Force, the Swiss trips, and the Governor's legislative ask. The Board is right in the middle of the mix on these coordinating efforts across system partners.

Consent Agenda

Motion 2018-220-01: Ms. Beth Thew moved to approve the May 23, 2018 minutes as presented. Ms. Creigh Agnew seconded the motion and it passed unanimously.

Executive Director's Report

The Board was provided with a written report in advance of the meeting. In addition to that, Ms. Eleni Papadakis reported that Perkins Reauthorization is looking really positive, and that there are so many bills right now being drafted that address the things we care about such as work-based learning, and financing for alternative pathways to a credential. This is also being connected to the future of work discussion. She noted that Congressman Derek Kilmer has dropped a bill to make our Lifelong Learning Account programs federally funded.

Governor's Priorities

Mr. David Postman opened his presentation on the Governor's priorities by first congratulating the Board on receiving federal approval of *Talent and Prosperity for All* (TAP).

Mr. Postman reported that Washington is a leader nationally in workforce training and things are happening very quickly, both by the numbers, and also the level of collaboration with business, labor, and the Legislature. He added that the Board is helping us lead the way to a new model for job training and education, and that young people will see opportunities that are really amazing. We're reimagining what apprenticeship is, and devising a system that is dynamic and in-the-moment so it can transfer seamlessly from the workforce into college (and vice versa).

Mr. Postman talked about the areas where we can improve upon the current system. He stated that the previous system fit the need at the moment, but there are a whole lot of things in the economy that we need that haven't been addressed by the current system. He talked about the need to start children developing the right skills and world vision early so they understand the right fit for them in the economy. We want people to feel like the opportunity is there even if they haven't seen it up close in their own life and neighborhood.

Mr. Postman talked about the challenges we're currently facing. He reported that Mr. David Stillman and Mr. Casey Katims are currently trying to respond to the Trump Administration's rule about work requirements for human services. The rule, as proposed, could potentially impact 350,000 Washingtonians who are now receiving assistance. "We want to provide a solid alternative, this isn't about handouts. The system works because it's multi-layer. Benefits are just part of a successful path to careers. We all need housing, childcare, healthcare, nutritious food. We know that there will be disproportionate impacts in rural WA, but also by age, race and disabilities. This doesn't have to be partisan, it's about sharing success stories." He reported that we have a lot of great things happening including the Upskill-Backfill grants, which is accelerating implementation of TAP and is the first substantive investment in Washington on this issue. He encouraged the Board to educate policymakers about these issues, to help change the language around these issues, and to keep educating people on the language of what you're doing and why it's important.

Mr. Postman stated how important it is that the retreat comes up with a plan for the fall. The Governor's office will have investments for job training, Career Connected Learning, and apprenticeships, and that the Governor's office looks for things with a proven record in the budget. He asked the Board to come up with ideas that give the biggest bang for the buck because those are the issues that will make it to the top of the pile. TAP remains among the Governor's highest priorities, and he asked for the Board's help in figuring out exactly what they're going to put in their budget request. He asked the Board to think big, think realistically, and think about how we're going to get this through the Legislature.

He reported the Governor's large goals are new growth in apprenticeships, more meaningful on-the-job training aligned with classrooms, credential alignment, and putting youth on the path to opportunity so they don't have to start over. He noted we lead the nation with over 18 consecutive quarters of growth in registered apprenticeships, and that we're aiming to achieve active career launch programs in every industry sector and all parts of the state. He reported the Governor has called on CEOs to get involved, and that person-to-person contact is really meaningful.

Workforce Board Retreat Update

Mr. Gary Polain facilitated the Board retreat planning discussion. He went over the results from the Priority Survey. He highlighted some areas for improvement that came out of the survey including stronger project management of TAP committees. The Board discussed how the agencies work together and what the perceived weaknesses are.

The following items were highlighted in the discussion:

- Data sharing among agencies and creating a data platform that can be utilized by not only the state agencies but by the business and labor community as well.
- Defining the problems so we can work to improve the system.
- Finding themes and ideas where there is consensus—items where the Board can come together and move forward together.
- Finding out where other states are seeing success and what kind of strategies they're using to succeed, specifically, who do they have at the table?
- Utilization of programs such as Salesforce for Government to see business engagement, and EconoVue—the Dunn and Bradstreet visualization tool on business success at the local level, which includes a strength indicator on business.

Mr. Polain went over the draft agenda with the Board. He emphasized the expectation for a frank and honest dialog on the barriers to TAP implementation.

Ms. Jan Yoshiwara requested a report on how the committees (or the overall TAP plan) are going so they can drill into the issues at the retreat.

Ms. Nova Gattman was asked to pull together a group of partner agency legislative staff to get an idea of what their individual priorities are for the upcoming session.

The Board was asked to go back to their shops and gather an idea of what legislative items are percolating—not necessarily specific items, but themes that we can use to determine where we can coalesce around an agenda to move TAP forward.

Tap Implementation/Business Engagement

Mr. Gary Chandler led a conversation among Board members about the Association of Washington Business' (AWB) recent workforce initiatives and efforts to engage with the workforce system. Mr. Chandler spoke about the need to open up a conversation about how compensation for placement is distributed, and whether or not the current practice is as effective as it could be in our current environment.

Ms. Creigh Agnew reported that they had recently met with each Workforce Development Council individually, and that it was an extremely positive experience. The conversations were so valuable that the AWB plans on making the meetings an annual occurrence.

Ms. Amy Anderson added that business is very willing to engage in developing the system and that we need to be looking for meaningful ways to bring them in.

Mr. Chandler noted that AWB is looking at a variety of items including childcare access and how the system can work with people facing barriers, specifically increasing their awareness of wraparound support services and how an employee communicates the barriers they are facing with their employer.

The Board discussed challenges faced by people in rural areas, specifically access to communications. Mr. Chandler reported that the AWB is very focused on increasing broadband access to rural areas, and noted that at this point, most, if not all, of the public schools have broadband, but that it's still not widely accessible in many homes.

Ms. Beth Thew suggested putting together a toolkit to assist the business members to communicate the benefits of using the system.

Mr. Chandler spoke about the disparities in access to grant funds for rural communities and hopes the Board will consider a strategy to address these barriers.

Mr. Eric Wolf updated the Board on some items that rose to the top or dropped to the bottom based on the priority survey results. The big item that rose to the top was the common intake process. Mr. Wolf asked the Board members to talk to their people to find out what their barriers are to streamlining common intake, whether their barriers are within their own organizations or others, regulatory, geographic, etc. so that there can be an in-depth conversation about solutions at the retreat. He noted a couple of items that the Board has spent time on that did not get a lot of attention from survey respondents were State Level Memorandum of Understanding (MOU) and Infrastructure Funding Agreements (IFAs), and the interactive data dashboard.

He asked the Board to please email him with any questions they may have about the survey results so that he provide answers to their questions going into the retreat.

The Board asked Mr. Wolf to pull together a white paper on what other states are doing about common intake.

Upskill Backfill Policy Update

Mr. Wesley Nguyen and Mr. Mike Brennan provided the Board with an update on the Upskill-Backfill projects. Summary of report: At the one-year mark, the eight Upskill-Backfill projects are showing mixed results. Three projects are on track, one project is exceeding its goals, and four projects are behind in performance outcomes as projects reach their mid-point. The four projects that are on track or exceeding expectations have some similarities. Their business partners are directly involved in training design, participant selection, and removing barriers for their employees, who are often juggling jobs, families, and the challenge of taking on additional education and training. Employers have helped their employees gain new skills and experience

by providing work release time and scheduling changes. Another similarity among these successful projects is having a dedicated person to help employees navigate between full-time work, family life, and being a student. Some employers have assigned an HR professional to help participants. Other employers have provided a career coach or case manager to guide their employees.

Although this project is at the half-way point and some projects have yet to meet their targets, it's clear the Upskill-Backfill Initiative holds great promise as a model to address Washington's workforce challenges in "upskilling" employees to help them move ahead, while giving new workers the chance to "backfill" into the entry-level roles that are left behind. In particular, this initiative is helping businesses advance their employees as their workforce ages, and senior staff retires. This model is also helping employers in rural areas tap the full talents of their existing workforce in places where the labor pool is small, education opportunities are limited, and recruiting new workers can be challenging.

The Board discussed the scalability and sustainability of the program. Mr. Brennan noted that the ball is just getting rolling and that there are a number of economic development initiatives based solely on the Upskill-Backfill initiative model.

Follow up from May Meeting

Data Landscape

Mr. Dave Wallace and Mr. Dave Pavelchek provided the Board with an update on issues, barriers, and resource limitations hindering systemwide data-sharing and management.

They went over the overall approach to data collection and data breakdown. After analyzing the data the following issues arose: Improving cross-agency data sharing, adopting a systemwide Client Resource Management (CRM) System for interacting with businesses, and how to make better systematic use of business data to address workforce needs.

The Board discussed several options for making better use of business data. There was a lot of discussion surrounding EconoVue, which is a Dun and Bradstreet program that provides real-time labor market trends relative to current "raw" business-level information.

The Board asked staff to do a summary of what the various products do and a cost analysis to present after the retreat at the September meeting. The Board asked staff to put together some information on the products in advance of the retreat, so if a discussion comes up, they'll have a rough idea of what each one does. Staff will email the Board links to online product demonstrations.

Performance Measures

Mr. Pavelchek reported that we had successful target negotiations with the US Department of Labor. The difference was split on several items, and we are now working on proposals on how to assign local targets.

Meeting Evaluation and Wrap Up

The Board took a moment to review the meeting.

The meeting adjourned at 3:15 p.m.



**Workforce Training and
Education Coordinating Board**

2019 Workforce Board Meetings

Regular Meeting: Wednesday, January 30, 2019

Regular Meeting: Wednesday, March 13, 2019

Regular Meeting: Wednesday, April 24, 2019

Board Retreat: Thursday June 6 – Friday June 7, 2019

Regular Meeting: Wednesday, July 10, 2019

Regular Meeting: Wednesday September 11, 2019

Regular Meeting: Wednesday, November 20, 2019

Partner Agency Budget Requests in Alignment with TAP

2019 Legislative Session Requests

Title	Agency	Funding Amount	TAP Goal Area
ADO Funding	Department of Commerce	Fund transfer only	Strengthened Business Engagement
Adult Reengagement Infrastructure	Washington Student Achievement Council	\$8.1 million/biennium	Integrated Customer Service
Apprenticeship Workload Increase	Department of Labor & Industries	\$928,000/biennium	Strengthened Business Engagement
Civil Engineering	Eastern Washington University	\$2.7 million/biennium	Integrated Customer Service
Computer Engineering	Eastern Washington University	\$2.6 million/biennium	Integrated Customer Service
Data Science for Non-STEM Majors	University of Washington	\$4 million/biennium	Integrated Customer Service
Eagle Care Network	Eastern Washington University	\$3.2 million/biennium	Integrated Customer Service; Accessible, Technologically Savvy System
Expand High-Demand Capacity	State Board for Community and Technical Colleges	\$35 million/biennium	Integrated Customer Service
Expand State Need Grant Eligibility	Washington Student Achievement Council	\$95 million/biennium	Integrated Customer Service
Expansion of Statewide CTE Equivalency Frameworks and Implementation Support	Office of Superintendent of Public Instruction	\$150,000/biennium	Integrated Customer Service
Families Forward Grant	Economic Services Agency (DSHS)	\$481,000/biennium	Integrated Customer Service
Flight Training Expansion	Central Washington University	\$5.3 million/biennium	Integrated Customer Service
Fully Fund State Need Grant	Washington Student Achievement Council	\$160 million/biennium	Integrated Customer Service
Fund All-Day Skill Center Pilots	Office of Superintendent of Public Instruction	\$400,000/biennium	Integrated Customer Service; Strengthened Business Engagement
Fund Costs Associated with Accessing Dual Credit Opportunities	Office of Superintendent of Public Instruction	\$82.4 million/biennium	Integrated Customer Service
Fund CTE Dual Credit Grants	Office of Superintendent of Public Instruction	\$300,000/biennium	Integrated Customer Service

Board staff reviewed agency budget requests to identify items in alignment with the Talent and Prosperity for All strategic plan. Items on this list all align with at least one of the goals of the plan. This list does not signify endorsement of the Board for any request or funding amount.

Title	Agency	Funding Amount	TAP Goal Area
Fund Statewide/Regionalized Articulation Pilots	Office of Superintendent of Public Instruction	\$400,000/biennium	Integrated Customer Service
Game On! STEM Pipeline	Central Washington University	\$584,000/biennium	Strengthened Business Engagement
Green Business Economy	Department of Commerce	\$1.2 million/biennium	Strengthened Business Engagement
High Demand Psychology	The Evergreen State College	\$669,000/biennium	Integrated Customer Service
High School Transition Students	Developmental Disabilities Agency (DSHS)	\$10.6 million/biennium	Accessible, Technologically Savvy System; Integrated Customer Service
Improve Licensing Processing Times	Department of Health	\$574,000/biennium	Integrated Customer Service
Increase CTE FTE Maintenance, Supplies and Operating Costs	Office of Superintendent of Public Instruction	\$18.6 million/biennium	Integrated Customer Service; Strengthened Business Engagement
Increase FTE Funding for CTE Students	Office of Superintendent of Public Instruction	\$22.3 million/biennium	Integrated Customer Service; Strengthened Business Engagement
Incumbent Worker Training	Workforce Training & Education Coordinating Board	\$25 million/biennium	Strengthened Business Engagement
Integrated Reentry	Department of Corrections	\$21.5 million/biennium	Integrated Customer Service; Accessible, Technologically Savvy System
Licensing/Career Bridge IT Upgrades	Workforce Training & Education Coordinating Board	\$788,000/biennium	Performance Accountability; Accessible, Technologically Savvy System
Maintain VR Employment Services	Department of Services for the Blind	\$2.2 million/biennium	Integrated Customer Service; Accessible, Technologically Savvy System
Medical School – Expansion Funding	Washington State University	\$5.8 million/biennium	Integrated Customer Service
Oversight of Statewide CTE Framework and Resource Development	Office of Superintendent of Public Instruction	\$269,000/biennium	Integrated Customer Service
Oversight of the Expansion of Core Plus	Office of Superintendent of Public Instruction	\$309,000/biennium	Integrated Customer Service; Strengthened Business Engagement
Partnership for Reemployment	Economic Services Agency (DSHS)	\$300,000/biennium	Integrated Customer Service
Passport to Careers Forecast	Washington Student Achievement Council	\$3.9 million/biennium	Integrated Customer Service; Strengthened Business Engagement

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Title	Agency	Funding Amount	TAP Goal Area
Pathways to Jobs	State Board for Community and Technical Colleges	\$86 million/biennium	Integrated Customer Service
Provide Funding for CTE Equipment Grants	Office of Superintendent of Public Instruction	\$5 million/biennium	Integrated Customer Service; Strengthened Business Engagement
Regional Innovation Grants	Washington Student Achievement Council	\$10 million/biennium	Strengthened Business Engagement; Integrated Customer Service
Rural Economic Development	Department of Commerce	\$3.9 million/biennium	Strengthened Business Engagement
Savings Match Pilot	Washington Student Achievement Council	\$1 million/biennium	Integrated Customer Service; Accessible, Technologically Savvy System
Services to Close Opportunity Gaps	Washington Student Achievement Council	\$1.1 million/biennium	Integrated Customer Service
Skilled Worker	Department of Commerce	\$300,000/biennium	Strengthened Business Engagement
State Health Workforce Planning	Workforce Training & Education Coordinating Board	\$480,000/biennium	Strengthened Business Engagement
State Work Study Expansion	Washington Student Achievement Council	\$10 million/biennium	Integrated Customer Service; Strengthened Business Engagement
Statewide Reentry Initiative	Employment Security Department	\$4.6 million/biennium	Integrated Customer Service; Accessible, Technologically Savvy System
STEM Enrollments for WA Students	University of Washington	\$13.6 million/biennium	Integrated Customer Service
Student Success and Retention	The Evergreen State College	\$750,000/biennium	Integrated Customer Service
Student Success Initiative	Eastern Washington University	\$1.7 million/biennium	Integrated Customer Service
Support Most Significantly Disabled	Division of Vocational Rehabilitation (DSHS)	\$2 million/biennium	Accessible, Technologically Savvy System; Integrated Customer Service
Teacher Shortage	Central Washington University	\$3.2 million/biennium	Integrated Customer Service
Teacher Shortage	Eastern Washington University	\$1.5 million/biennium	Integrated Customer Service
Teacher Shortage Grants	Washington Student Achievement Council	\$2 million/biennium	Integrated Customer Service
Train Community Health Workforce	Department of Health	\$1.2 million/biennium	Integrated Customer Service

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Consent Agenda

WDC-Level Performance Targets for Title 1 Programs

PRESENTER NAME: Dave Wallace

BOARD MEETING DATE: 9/26/2018

BOARD MEMBER SPONSOR NAME:

DISCUSSION TIME ALLOTTED:

ISSUE/SITUATION: Be concise - 1 or 2 sentences that get to the heart of the situation, problem or opportunity being addressed.	THE ISSUE/OPPORTUNITY IS: WIOA requires states to set performance targets at the Workforce Development Area (WDA) level for the Adult, Dislocated and Youth programs, consistent with the state-level targets negotiated with the Department of Labor in June.
TAP STRATEGIC PRIORITY: Which TAP strategic priority or priorities does this recommendation support? Can you tie to specific goals and objectives in TAP? Briefly describe these connections. If the connection is unclear, describe why this is of consequence to the Workforce Board and/or workforce system.	SUPPORTS TAP STRATEGIC PRIORITY: #4: A Next Generation Performance Accountability System
POTENTIAL IMPACT: Effect on people, businesses, communities. What is better or different from other existing strategies?	IT IS SIGNIFICANT BECAUSE: While the Department of Labor has determined that there will be no sanctions to states based on performance measures this year, establishment of local targets is still required. In the absence of sanctions, local targets serve as local benchmarks for program managers and contractors.
OPTIMAL NEXT STEPS: What do you really want to happen as a result of this discussion with the Workforce Board?	MY IDEAL OUTCOME OF THIS DISCUSSION IS: Board Approval to transmit proposed local targets for PY 18 & PY 19 to the Department of Labor.
BACKGROUND: Short history of how this recommendation came to be. What has been tried, to what result? What evidence exists to support this recommendation?	RELEVANT BACKGROUND INFORMATION: <u>Consent Agenda Item: Dave Wallace, Research Manager</u> For the PY 18 year which has just started, the federal measures in use will be: - - Employment rate in 2 nd and in 4 th quarter after exit - Median earnings in 2 nd quarter after exit (Adult & Dislocated Worker only) - Rate of credential attainment during participation, or within 4 quarters after exit for those receiving training.

	<p>Targets are required to be set for two years at a time, with a retroactive adjustment of performance at the end of each year for changes including local unemployment rates, and shifting characteristics of participants. The mechanism for retroactive adjustment is described in the WIOA statute, but so far, there are not enough years of national data to put the method into effect. It is unknown what the Department of Labor will do for year-end adjustment while waiting for the full method to become operational.</p> <p>Department of Labor has determined that no sanctions will be applied to any states for PY18 performance. Given the level of uncertainties and data issues, it is appropriate that Washington pass that deferral of possible sanctions through to the local areas. Under WIOA rules, actual sanctions can result only from repeat failures to attain 90 percent of target level.</p> <p>Levels to be proposed to the Department of Labor were approved at the May Board meeting. Negotiations with regional Department of Labor staff concluded in June, and resulted in small increases to some of the targets.</p> <p>These local targets have been arrived at through a process of consultation with Workforce Development Council (WDC) staff about general methodology for allocating targets, and specific negotiations with those local areas requesting further modification.</p> <p>Table of proposed local targets is attached.</p>
<p>STAKEHOLDER ENGAGEMENT, PROS AND CONS: Which stakeholders have been engaged in the development of this recommendation? What are the pros and cons of this recommendation? According to whom (which stakeholder groups)? Are there viable alternatives to consider?</p>	<p>STAKEHOLDERS HAVE PROVIDED INPUT AND THEY THINK:</p> <p>Local Workforce Development Area staff are concerned about the challenges of interpreting performance data under the current circumstances of uncertainty about effects of program changes, difficulty in obtaining current data, and unknown timing of federal development of required systems for adjusting performance data. They are also concerned about the possibility of setting adverse precedents for future years in which sanctions might apply. However, the consensus is that the current proposal is a reasonable allocation of the state-level targets, given the current unusual uncertainties.</p>

<p>FINANCIAL ANALYSIS AND IMPACT: What will it cost to enact this recommendation? What resources will be used? Are new resources required? How much? Where will existing or new resources come from? Are there savings to be gained from this investment? Over what period? Are there other returns on investment to consider?</p>	<p>THE COST AND RESOURCE NEEDS OF THIS RECOMMENDATION ARE:</p> <p>None</p>
<p>RECOMMENDATION AND NEXT STEPS: What specific result do you want from the Board? Is this recommendation for discussion or action? If for discussion, will action be required at a later date? What next steps are expected after this discussion?</p>	<p>THE RECOMMENDATION AND/OR REQUESTED ACTION IS:</p> <p>Approval for transmission to Department of Labor as the final performance targets for the current year.</p>